

3 September 1975

MEMORANDUM FOR: Deputy Director for Intelligence

SUBJECT : 23-24 October Visit by EEO Representatives of State Schools

1. This memorandum requests that you take three actions:

a. To approve the proposed program for the forthcoming two-day visit. (Tab A)

b. To review, for the purpose of giving me guidance, a series of proposals presented to me by the EEO Panel. (Tab B)

c. To gain the support of the other Deputy Directors and Office Heads for the two-day program (Tab A) and for the general follow-up program (Tab C). For the purpose of further planning, I will need at least one referent from each directorate and the DCI area.

2. I will be away at the APSA convention and at Rand Corporation until about 10 September. I hope that you will have some opportunities to proceed on these matters during my absence. My secretary, [redacted] has a background file, and during my absence she will also be collecting any responses from the invited schools.

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[redacted]
Coordinator for Academic Relations

Attachments:
Tabs A, B, & C



Tentative Schedule
23-24 October EEO Visit

The purpose of the schedule that follows is to permit every guest to understand as much as possible about Agency attitudes toward EEO. The DCI and his EEO Director will speak about Agency policy. Each Deputy should speak about the role of his Directorate in the Agency, the kinds of background and skills he looks for in his employees, and how he personally feels about his own directorate's EEO posture. By visiting one office in each directorate (except, perhaps, the Operations Directorate), each participant will gain an appreciation of the quality of work performed, of its usefulness, and of the way in which their students might be employed.

Guests will be divided into groups of no more than five, and will visit for about an hour one office in each of the three directorates. A fourth hour of visiting will be scheduled according to their specific requests.

Tourguides should come from each of the directorates (at least five from each). They should be mature, interested in EEO, experienced in their directorates, and able to attend one or two training sessions before the guests arrive. Training sessions will be designed to anticipate guests' questions and share answers.

The proposed cocktail party would be most useful if it were attended by a good deal of the Agency's leadership, and others as specified. Informal contact with such officials will impress the guests and lend credibility to the minority recruitment effort.

Tentative Schedule

23 October

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0800 Guests picked up at _____ Hotel.

0830 Badged in auditorium and administration (\$).

0915 DDI/CAR welcomes guests, brief remarks about Agenda, introduces DCI/EE0.

0930 DCI/EE0 welcomes guests and speaks generally to the Agency's attitude toward minority employment. No questions.

1000 DDI speaks to the guests about the role of intelligence in the government bringing the discussion around to the role of the Intelligence Directorate, its components, skills employed, his attitude on EE0. Questions and answers. This will be the only general briefing about intelligence per se.

1130 DDS&T speaks about the role of his directorate in the Agency, skills employed, and his attitude toward EE0. Questions and answers.

1245 Lunch -- Rendezvous Room with DDI and DDS&T tourguides.

1345 Groups of no more than five each will visit one of the DDI or DDS&T offices for an hour.

1445 The groups will switch directorates.

1545 Return to auditorium.

1600 Questions and answers on the day's activities -- Agency resource people will be representatives from each office visited, plus O/Pers and DCI/EE0, plus DDI/CAR as moderator.

1700 Cocktails in the Executive Dining Room with the DCI, the four Deputies, or so DCI/EE0 and representation from the EE0 Panel, tourguides from both days, O/Pers, and DDI/CAR.

1830 Return to hotel, evening free.
or so

Tentative Schedule

24 October

STAT 0800 Guests picked up at _____ Hotel.

0830 Badged in auditorium.

0845 Opening remarks by DDI/CAR.

0900 DDA speaks on role of his directorate, skills employed, attitude toward EEO. Questions and answers.

1000 DCI speaks on his minority employment attitudes. State of the Agency should also be addressed, though as the second point of his talk. Questions and answers as his time permits.

1120 D/Pers talks about the Agency's need for personnel with wide range of
or so substantive backgrounds. Addresses minority recruitment, placement, and employment statistics in a general way. Explains the entire process of becoming an employee, pay, and promotion policy. Some questions and answers.

1215 Lunch -- Rendezvous Room with DDA, DDI, DDS&T tourguides.

1315 Return to auditorium. DDO speaks on the role of his directorate in the Agency, his use of skills, his attitude toward EEO. Questions and answers.

1415 Groups of no more than five each will visit one DDA office or one DDI office or DDS&T office.

1515 Groups will switch so that everyone has visited the DDA and can pick up one additional DDI or DDS&T office.

1630 Auditorium closing -- DDI, DCI/EEO, O/Pers, DDI/CAR, all tourguides for the two days.

1730 Return to hotel.

Tour schedule for 24 October assumes DDO will not wish to have guests visit his offices.

3 September 1975

MEMORANDUM FOR THE RECORD

SUBJECT: Discussion with the EEO Panel re: the 23-24 October EEO Conference Agenda

1. On 26 August, at my request, [] convened a meeting of the Agency EEO Panel, which he chairs. The purpose of the meeting was to gain advice about the program to follow during the October EEO conference. Several points were made which should be addressed.

2. The Panel felt that it was an error not to include many of the Black schools that were invited last year. They felt that 18 of these schools should be invited in addition to the 18 to whom invitations have already been sent. They believe that it is the Agency's obligation to have impact on the curricula of these schools, so that their chances of graduating strong applicants would be improved. They thought that the October conference would be a good device to bring together representatives of the academically strong "majority" schools and the academically weaker minority schools.

COMMENT: Though these ideas have merit, this year's program has at least as much prospect of generating applicants whom line managers will hire as did last year's. If some of this year's candidate schools decide not to participate, we could add some of the publicly funded minority schools from the Panel's list. It might also be worthwhile to invite a second group of schools this year, and the Panel's list could be the basis for such an effort. In any case, a potential group of 108 guests is much too large to handle all at one time. Furthermore, this particular EEO activity cannot accomplish all of the recruitment aims of the Agency. Some schools will have to be seen only in the field no matter what the composition of our list.

3. The Panel suggested the following goals for the two-day program and for any follow-up:

- a. To increase the recruitment and placement of minorities.
- b. To develop a positive image for the Agency with a primary minority resource pool.
- c. To affect the curriculum of schools to meet Government and Agency needs.

d. To establish personal contact between Agency line managers and recruitment sources. *OK*

e. To provide opportunity for minority employees within CIA. *?*

f. To minimize the costs to applicants of awaiting a firm statement of interest by the Agency. *?*

COMMENT: These are generally agreeable goals. Goal (c) seems to me to be one about which we must be very indirect -- work on it by showing what skills are needed and used. Goal (d) will be perceived by some managers as already achieved. This will only rarely be the case, particularly with respect to minority recruitment. Goal (e) is outside the scope of this particular program, as is goal (f).

4. The Panel suggested that the participants in the October conference be asked to formally respond to three questions:

a. How can the Agency more effectively conduct its recruitment efforts on their respective campuses? *OK*

b. How can the Agency better utilize its Co-op and Intern programs in the recruitment of minority employees?

c. How can the Agency support area studies at their campuses? *no!*



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COMMENT: Some kind of follow-up questioning would be useful; however, we cannot ask question (c); it is off-limits. Question (b) should be answered internally by targetting the Co-op and intern programs on minority quotas. Question (a) is the most important one and should lead to the question, "How will you help us?"

5. The Panel was in general agreement with the schedule for the two-day conference that I presented. *✓*

6. The Panel stressed the need for follow-up. That is really the program, not the two-day visit. The O/Pers representative felt the recruiters could handle follow-up. The Panel wanted line manager involvement.

COMMENT: I think the line managers should augment the recruiters' efforts by sending substantive people to the field to re-establish contact with our guests when we seek referrals for specific jobs, or to re-establish the seriousness of our minority recruitment effort. No one should ever recruit on campus or through academic friends without restating the desire for minority applicants. *OK*

7. Those members of the EEO Panel with whom I met tended to think of the EEO Program as a Black recruitment program. This is an unduly narrow view of minority recruitment.



DDI Coordinator for Academic Relations

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23-24 October Conference

Minority Recruitment Follow-up Program

1. Within no more than one month, a summary report of the visit should be available for the Deputies to review. It will include key issues about minority recruitment and other matters that were raised by the October guests.

2. By 7 November each guest should be sent a follow-up letter, asking for comments about their visits, and initial suggestions about how recruitment might profitably be handled on their campuses. Responses will be collected by DDI/CAR, but referred to the Deputies, the DCI/EE0, and D/Pers for action.

3. By 23 or 24 November someone from the Agency should contact each guest by telephone or in person. Tourguides or recruiters could be used here. The effort is to remind people that we are serious. Offers of substantive speakers should be made.

4. Thereafter, DCI/EE0 should monitor a program of at least quarterly contacts with the guests by the line managers of the Agency. The line managers should take personal interest in sustaining and expanding the contacts opened by the October conference.

